

COUNTY OF MILWAUKEE
Inter-Office Communication

Date: April 23, 2024
To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors
From: Office of Milwaukee County Treasurer David Cullen
Subject: Office of the Milwaukee County Treasurer 2023 Annual Report
File Type: Informational Report

This informational report provides a report on how the Office of the Milwaukee County Treasurer set and achieved its 2023 goals.

POLICY

This report aligns to Chapter 108: Achieving Racial Equity & Health.

Milwaukee County Code of General Ordinances:	Chapter 108: Achieving Racial Equity & Health
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BACKGROUND

[File 22-104](#) amends Chapter 108 to require that “annually, by April 30 of each year or sooner, each Milwaukee County department leader and/or their designee(s) shall provide a written and oral report outlining their year-end results to a Milwaukee County Board of Supervisors committee. The reports shall, at a minimum:

- (a) Indicate the year-end goals the department set in the prior year
- (b) Share the rationale and relevance of the department’s performance metrics (i.e. explaining why they are “SMART” goals (specific, measurable, achievable, realistic, timely, and extending) and how they align to the county’s racial equity strategy, if applicable)
- (c) Report the department’s year-end results relating to the goals it had set, and
- (d) Provide a thorough analysis clearly articulating why goals were significantly exceeded, met, or not met.
- (e) Explain the department’s progress in creating a departmental-level strategic plan that aligns to the countywide strategic plan and provide an update about future plans to revise and enhance the departmental-level plan in the year ahead.”

ALIGNMENT TO STRATEGIC PLAN

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest “upstream” to address root causes of health disparities
- 3B: Enhance the County’s fiscal health and sustainability
- 3C: Dismantle barriers to diverse and inclusive communities

Alignment to the above strategic goals is articulated in response to the questions below.

BODY

1. What were the top 3 goals of your department/office 2023? Please explain why they are “SMARTIE” goals (specific, measurable, achievable, realistic, timely, inclusive, and equitable) and how they align to the county’s racial equity strategy.
 - Goal 1: We wanted to diversify our workforce. 66.7% of our openings in 2023 were filled by persons of color. Our hires included a Hispanic woman and an Asian woman. Unfortunately, the Hispanic woman left county employment for a different opportunity.
 - Goal 2: Increase our investment income and delinquent tax collections. We achieved this goal by increasing our investment earnings and delinquent tax collections to more than \$28 million. This provides more revenue to Milwaukee County policymakers to achieve the goal of becoming the healthiest county in Wisconsin by achieving racial equity.

2. To what extent were these goals accomplished in 2023? Please explain.
 - Goal 1: We did not completely accomplish this goal. We currently have openings in our department and will be looking for diverse candidates to fill these positions.
 - Goal 2: This goal was accomplished.

3. What factors *enabled* progress toward accomplishing these goals?

For Goal 1, we usually had a diverse candidate pool to choose from.

For Goal 2 the American Rescue Plan Act money Milwaukee County received was able to be invested and earn a sizable return. The County Board and County Executive have the authority to budget the money with a racial equity lens.

4. What factors *hindered* progress toward accomplishing these goals?

The compensation package offered by Milwaukee County hindered our hiring of all candidates. In the past month we have had 3 candidates who went through the interview process decline our offer because of the pay. Accountants in the public and private sector are in high demand and short supply.

5. What is the status of your Department/Office in developing its strategic plan? If complete, please upload your plan with this report.

As a department that primarily deals with delinquent property taxpayers, our clientele is somewhat self-selected. As you might expect they are generally not that happy to have to deal with us. That being said, our goal is to always treat every person who deals with our office with dignity and respect, whether they have delinquent property taxes, are a county employee who needs our services, or are a member of the public who walks into our office looking for directions. We are a relatively small department, and we anticipate some job openings in 2024. We will continue to work diligently to diversify our staff.

6. If not addressed in #5, what are your Department/Office goals for 2024?

FISCAL EFFECT

The report is informational only and there is no fiscal impact.

VIRTUAL MEETING INVITES

PREPARED and APPROVED BY:

David Cullen, Milwaukee County Treasurer

ATTACHMENTS:

cc: Kelly Bablitch, Chief of Staff, Milwaukee County Board of Supervisors
Janelle M. Jensen, Legislative Services Division Manager, Office of the County Clerk